



# APPEALS 2022

## OVERVIEW



ICRC

## **MISSION**

The International Committee of the Red Cross (ICRC) is a neutral, impartial and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.

# **APPEALS 2022**

## **OVERVIEW**





ICRC

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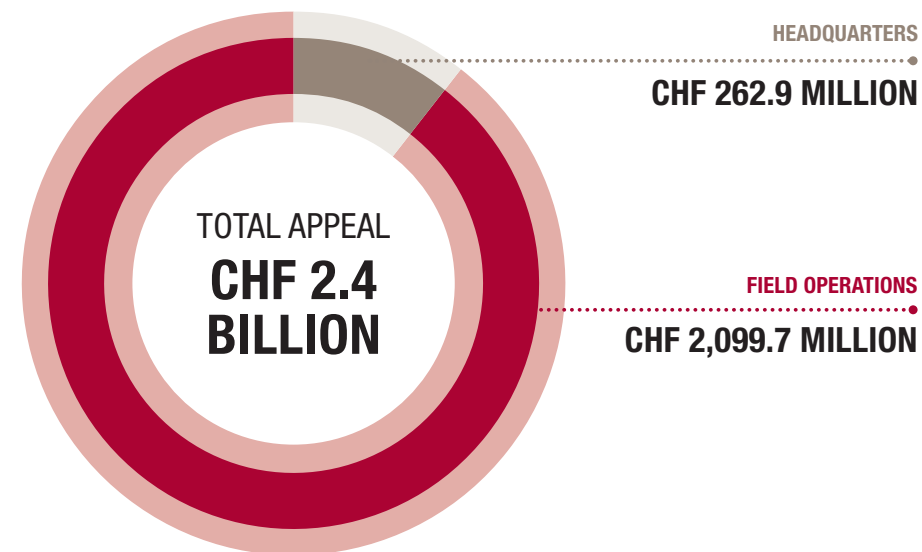
The financial figures have been rounded off and may vary slightly from the amounts presented in other documents. Sum totals may be marginally different from the totals presented.





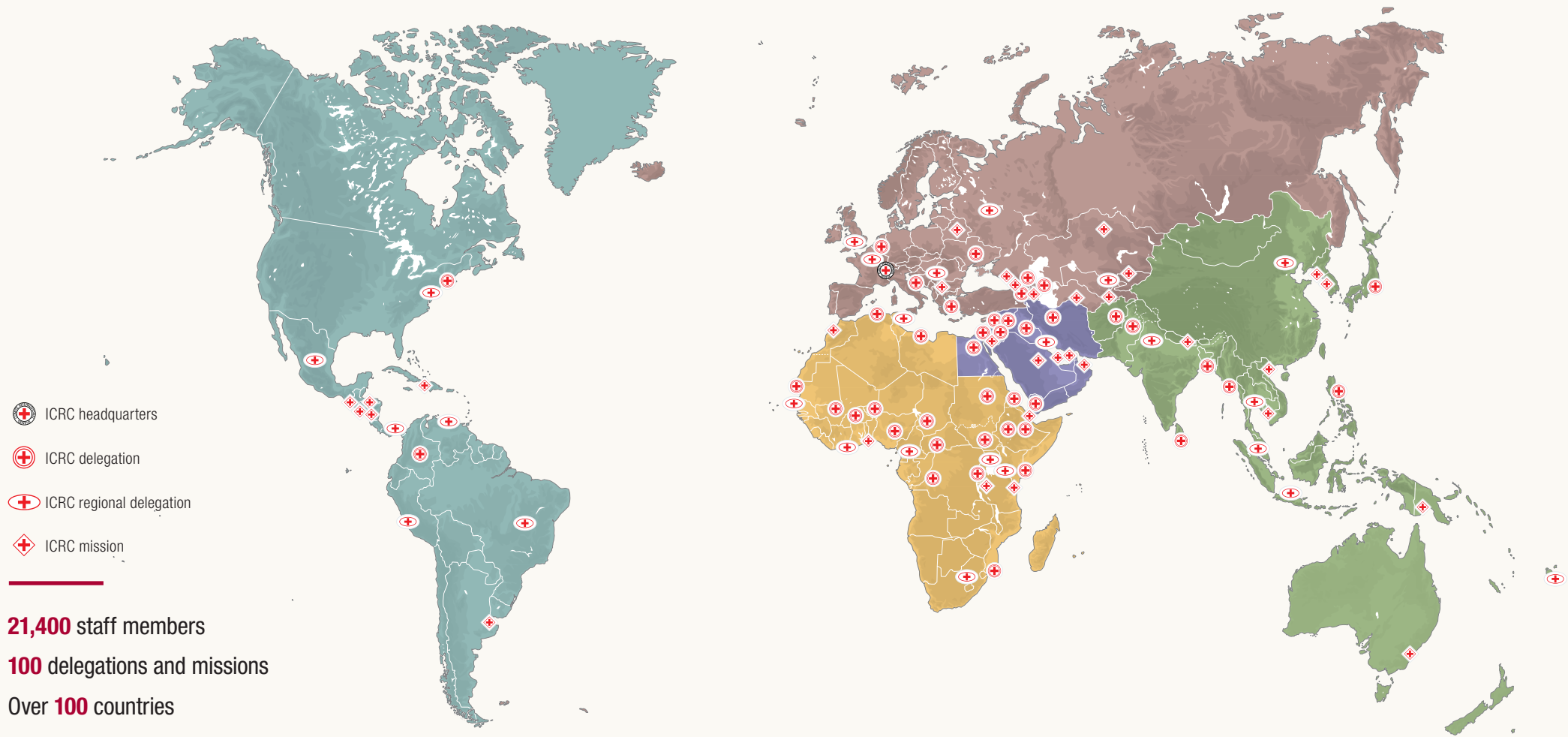
# ICRC APPEALS 2022

The ICRC is appealing for **2.4 billion** Swiss francs to help it meet the humanitarian needs of people affected by armed conflicts and other situations of violence in 2022.



# THE ICRC AROUND THE WORLD

The ICRC delivers neutral, impartial and needs-based humanitarian action in favour of people affected by armed conflicts and other situations of violence, regardless of the nature of such situations or the level of media interest in them. Established in 1863, it now works in more than 100 countries, with over 21,400 staff members working in various capacities around the world. Its long-standing presence, access and proximity to communities, and dialogue with authorities and other stakeholders enables it to have first-hand knowledge of the prevailing circumstances on the ground and the needs of the people affected.





# OUTLOOK 2022

Millions of people around the world continue to experience untold suffering because of armed conflicts and other situations of violence. Tens of thousands have had to flee for their safety, leaving behind their homes, livelihoods and communities, and enduring difficult living conditions, with limited means to meet their basic needs. Many have lost touch with their family members and continue to search for relatives who have gone missing because of ongoing or past conflicts. Reports of violations of international humanitarian law (IHL), including abuses such as sexual violence and attacks against health services, remain widespread. The fear and uncertainty that people experience in these circumstances cause deep psychosocial distress that can have long-term consequences on their individual well-being and on the fabric of communities.

Based on the ICRC's legal reading, around 100 armed conflicts are being fought globally, to which around 60 states and more than 100 non-state armed groups are parties; several hundreds more armed groups are involved in other situations of violence. The ICRC estimates that there are over 600 non-state armed groups of humanitarian concern operating in settings where it works, and that approximately 150 million people live in territories over which those groups exercise some degree of control. The steady multiplication and

fragmentation of parties and the prevalence of partnered warfare have contributed to many of today's conflicts becoming increasingly protracted. In many instances, the responsibility for respecting IHL is being diluted, with devastating humanitarian consequences.

More conflicts are also playing out in densely populated urban zones, causing widespread casualties and destruction, and disrupting livelihoods and interconnected essential-service systems. The massive scale of the damage impacts entire populations and will take years to rebuild.

On top of this, communities are facing multiple, overlapping crises that exacerbate their vulnerabilities. The COVID-19 pandemic continues to take a toll on lives and livelihoods, as well as global economies. Climate change and environmental degradation disproportionately affect people in conflict-affected areas, straining overburdened resources, services and coping mechanisms, fuelling tensions, and heightening the risk of further hostilities. The expanding use of digital technologies, by parties to conflicts and by the people affected, presents both challenges and opportunities.

It is against this backdrop that the ICRC has planned its response in the coming year.



# ICRC STRATEGY 2019–2024

The *Institutional Strategy 2019–2024*<sup>1</sup> is the compass for the ICRC’s action. Faced with the stress-test of the COVID-19 pandemic, the Strategy remains a relevant and robust framework for the ICRC’s humanitarian response. The changes ushered in by the pandemic, which have only compounded the needs generated by armed conflicts and other situations of violence, reinforce the Strategy’s call for further evolution and adaptation of the ICRC’s services, the way it delivers them, and how they fit into a larger value chain that is geared towards more sustainable impact for the people affected.

Five strategic orientations will continue to guide the ICRC’s work in the coming years.



1. Initially adopted in 2018 for 2019–2022, the Strategy has been extended through to the end of 2024.





Somalia. Ebla sells everything from fresh fruits to drinks, balloons and candy. Hundreds of women-led small businesses like hers have flourished with help from ICRC cash grants and training support.

# BREAKDOWN OF THE APPEALS

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HEADQUARTERS

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FIELD OPERATIONS

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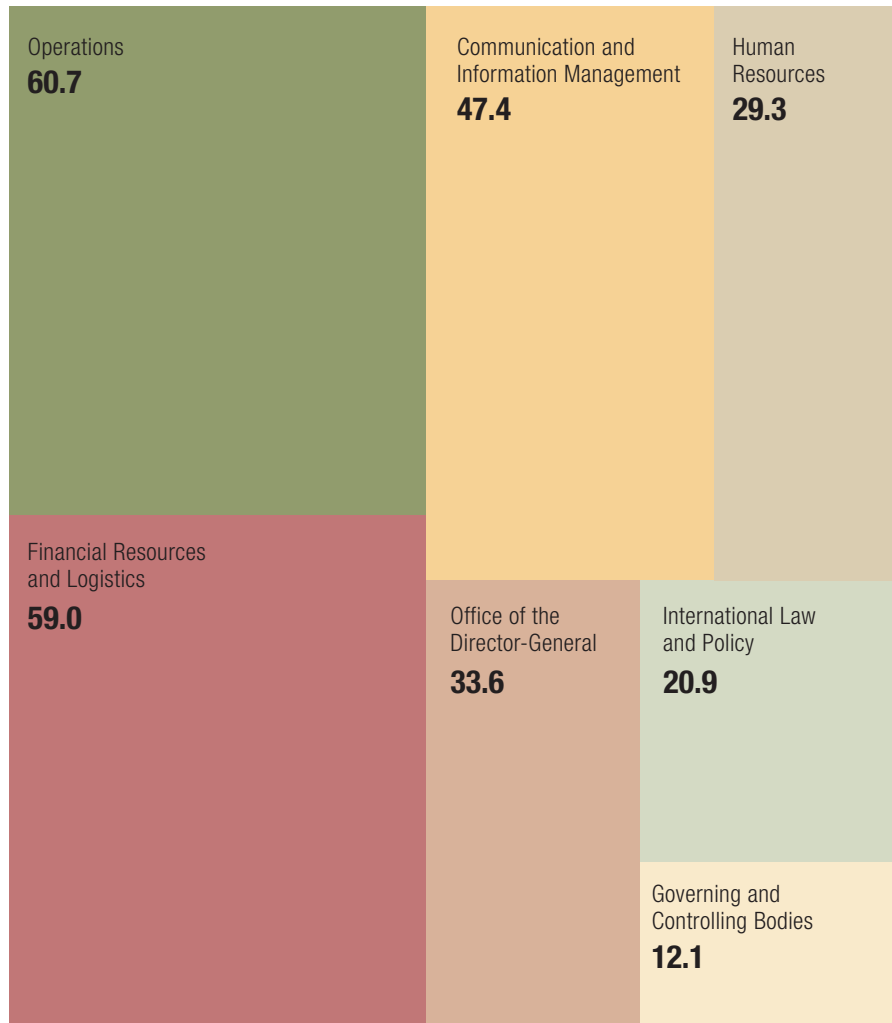
TEN LARGEST OPERATIONS

# HEADQUARTERS

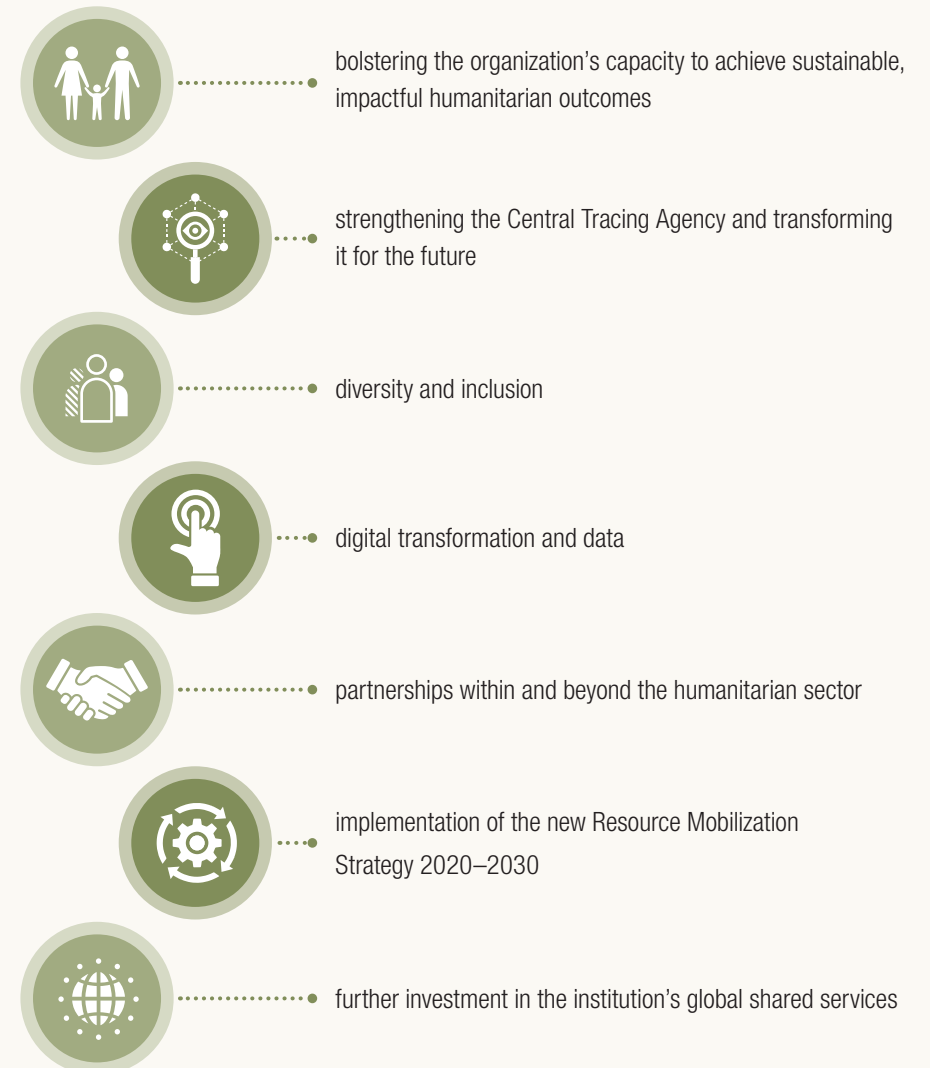
TOTAL HEADQUARTERS BUDGET:  
CHF 262.9 MILLION

## BUDGET BREAKDOWN BY DEPARTMENT

in CHF millions



## Seven priority areas for investment to ensure the ICRC remains fit for purpose in the years to come:

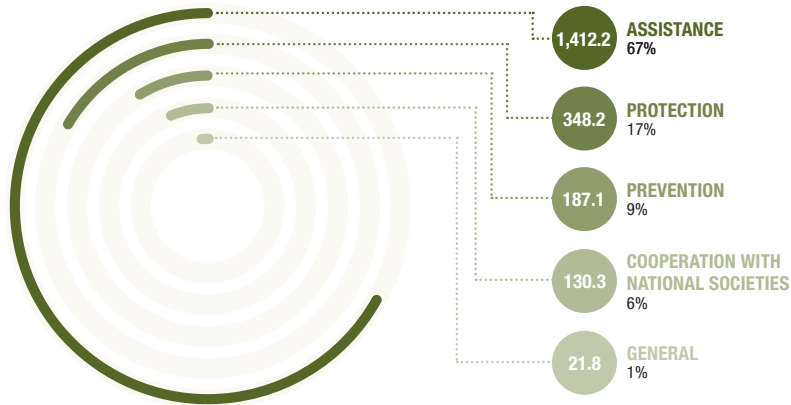


# FIELD OPERATIONS

TOTAL FIELD BUDGET:  
CHF 2,099.7 MILLION

## BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



The complex challenges faced by people affected by conflict and other violence require approaches that incorporate responses to both emergency and longer-term needs. The ICRC will continue to support conditions that allow people to live in dignity – from providing relief assistance to pursuing major infrastructure projects to keep water and electricity running, strengthening health systems, and providing income-generating opportunities to enable families to support themselves – all the while maintaining constant engagement with communities to achieve sustainable outcomes. Ultimately, the aim is to contribute to the resilience of people and communities, and to help them build pathways out of crisis and towards self-sufficiency.

Engaging with parties to hostilities remains crucial in order to promote protection for those not or no longer taking part in the fighting, foster respect for IHL and humanitarian principles, and facilitate the ICRC's humanitarian work. Addressing the protection concerns of specific groups, helping separated families to locate their relatives, and negotiating access, including to those in detention, remain at the core of the ICRC's mission.

Preventing violations of IHL is key to alleviating human suffering. The ICRC's renewed push to strengthen this aspect of its work is supported by an increase in its Prevention budget (up 12% from 2021). Likewise, the budget for Cooperation activities has increased by 20%, reflecting the ICRC's commitment to working with others, particularly its partners in the International Red Cross and Red Crescent Movement, to enhance impact.

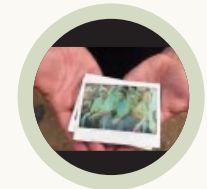
# PROTECTION: PRIORITY AREAS



**Protection of the civilian population**, in line with IHL and other applicable rules



ICRC visits and activities in favour of **people deprived of their freedom**



**Restoring family links** and clarifying the fate and whereabouts of **missing persons**

# ASSISTANCE: KEY TARGETS

## ECONOMIC SECURITY



**Food consumption**  
2,835,062 people<sup>2</sup>



**Food production**  
7,149,433 people



**Income support**  
1,047,736 people



**Living conditions**  
3,260,000 people<sup>2</sup>



**Capacity-building**  
43,501 people

## WATER AND HABITAT



**In civilian communities**  
32,710,638 people



**In places of detention**  
230,143 people



**In health facilities**  
24,893 beds (capacity)

## HEALTH



**Health centres**  
772 structures supported



**Hospitals**  
560 structures supported



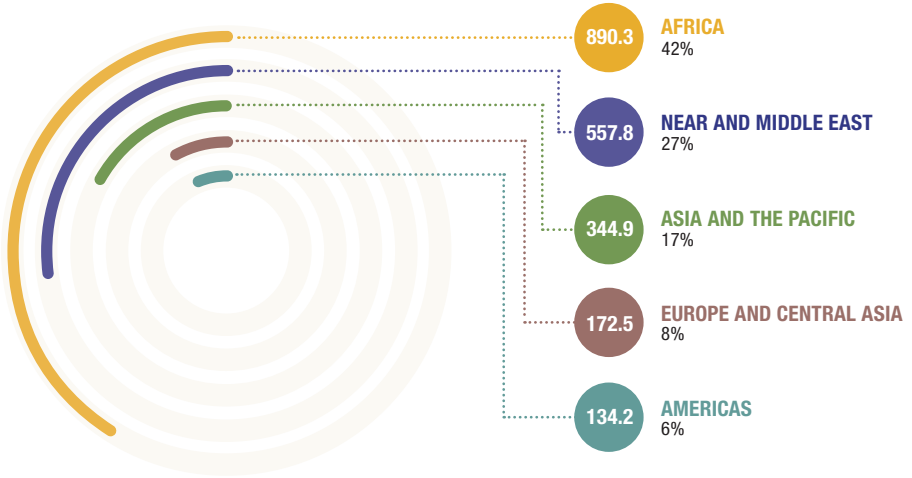
**Physical rehabilitation**  
323 projects supported

2. Civilians and detainees



## BUDGET BREAKDOWN BY GEOGRAPHICAL REGION

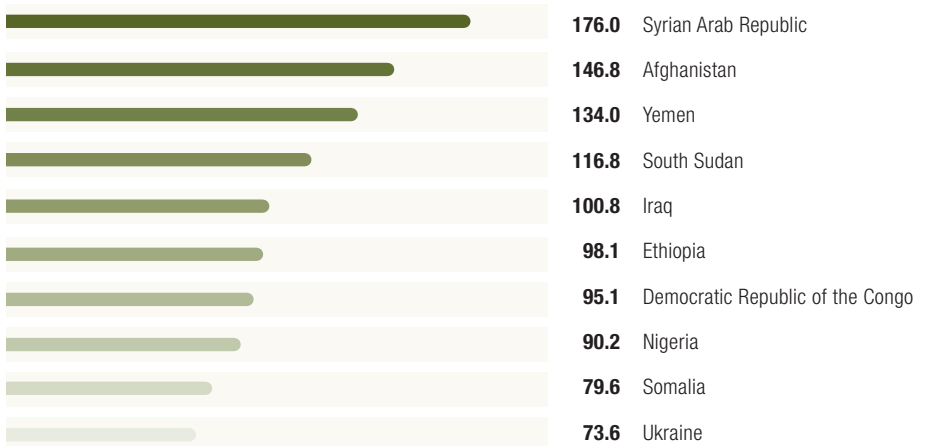
in CHF millions



## TEN LARGEST OPERATIONS

### IN TERMS OF BUDGET

in CHF millions





M. Al Rifi/ICRC

A young girl sits in the rubble in Gaza. The sounds of drones and bombs from the escalation of hostilities in May 2021 still echo in her head. “When I hear someone shut the door, I immediately think to myself, ‘Is the war back? Will we lose our home? Are we going to die?’”

# REGIONAL OPERATIONS

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AFRICA

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AMERICAS

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ASIA AND THE PACIFIC

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EUROPE AND CENTRAL ASIA

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NEAR AND MIDDLE EAST

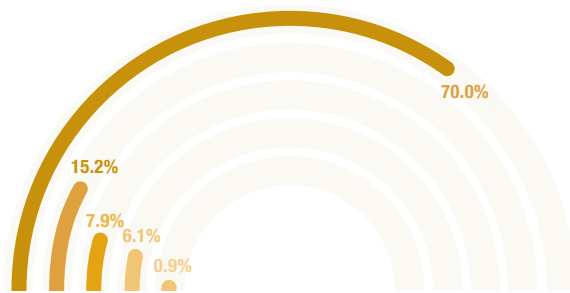
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# AFRICA

TOTAL 2022 BUDGET:  
CHF 890.3 million

## BUDGET BREAKDOWN BY PROGRAMME

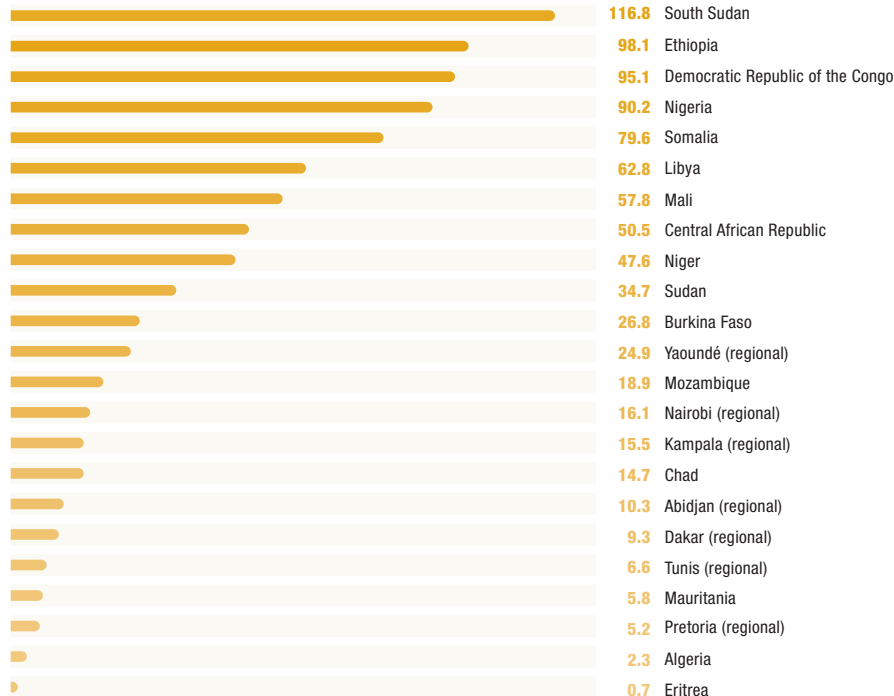
in CHF millions



- 623.3** Assistance
- 135.1** Protection
- 70.1** Prevention
- 54.0** Cooperation with National Societies
- 7.7** General

## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



# ASSISTANCE: KEY TARGETS

## ECONOMIC SECURITY

<p><b>Food consumption</b> 1,477,063 people<sup>3</sup></p>	<p><b>Food production</b> 4,879,280 people</p>	<p><b>Income support</b> 720,246 people</p>
<p><b>Living conditions</b> 1,549,285 people<sup>3</sup></p>	<p><b>Capacity-building</b> 36,720 people</p>	

## WATER AND HABITAT

<p><b>In civilian communities</b> 7,838,549 people</p>	<p><b>In places of detention</b> 112,841 people</p>	<p><b>In health facilities</b> 5,219 beds (capacity)</p>
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## HEALTH

<p><b>Health centres</b> 373 structures supported</p>	<p><b>Hospitals</b> 196 structures supported</p>	<p><b>Physical rehabilitation</b> 116 projects supported</p>
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R. Etwaka/ICRC

Central African Republic. A weapon-wounded patient is examined by ICRC medical staff at the Kaga Bandoro hospital.

3. Civilians and detainees

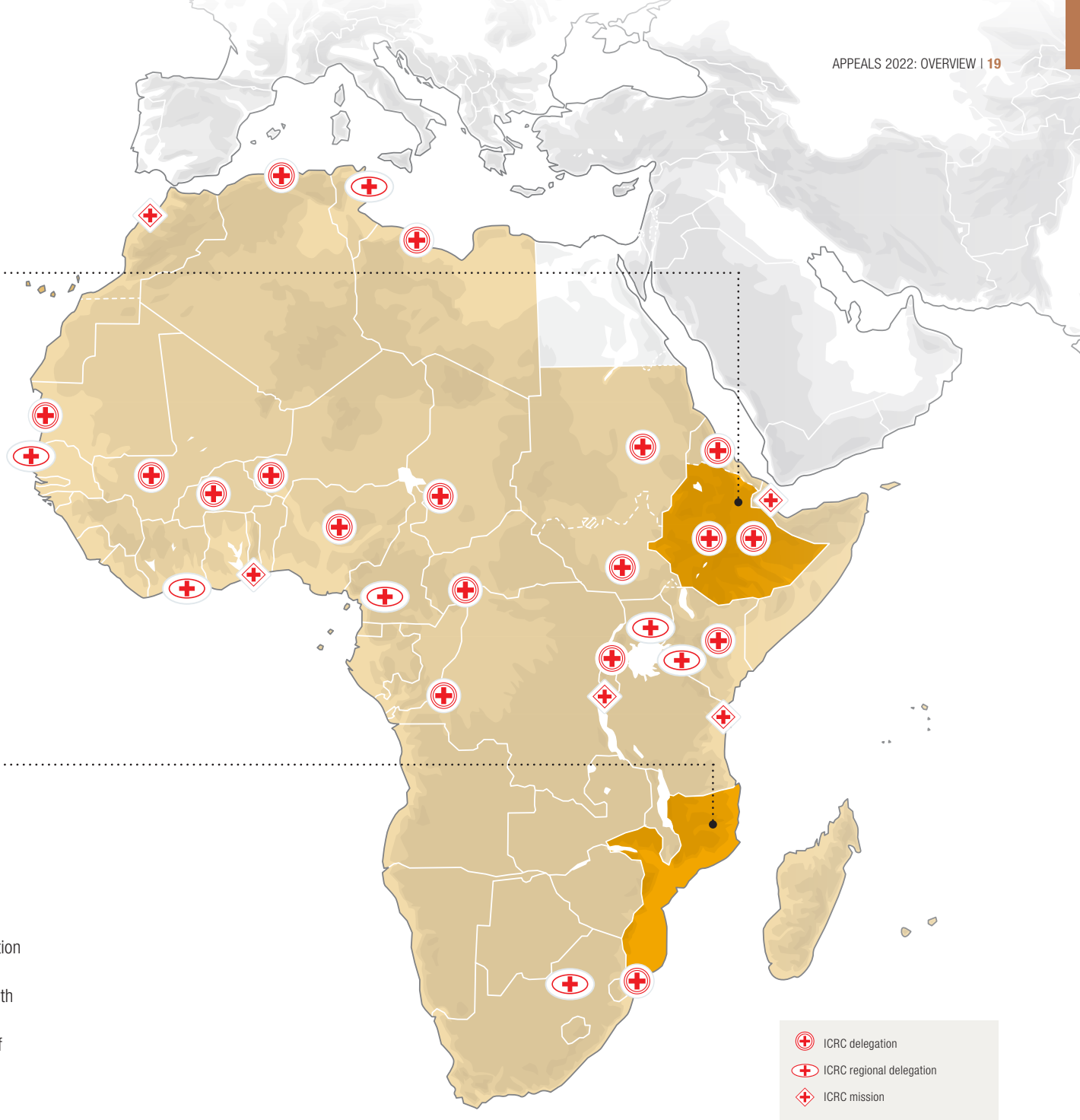







The ICRC has been present in **Ethiopia** since 1977, helping communities affected by armed conflict and other situations of violence. As humanitarian consequences continue to grow in northern Ethiopia and in violence-affected areas throughout the country, the ICRC's long-standing presence and dialogue with key stakeholders - particularly in Tigray, where it had been working since before the conflict broke out - has enabled it to step up its response in a timely manner. Together with the Ethiopian Red Cross Society, it works in many areas where no other humanitarian actors are present and helps communities recover their sources of food and livelihood, obtain health care and clean water, address their protection-related concerns, and reconnect with family members.



Present in **Mozambique** since 1976, the ICRC established a delegation in the country in 2021 in response to the increased consequences of armed conflict in the province of Cabo Delgado. Its activities are focused on promoting the protection of people affected by the hostilities and providing assistance to the hundreds of thousands that have been displaced in the area. It helps them restore contact with their families and ensures their access to clean water, adequate health care and other essential services. It supports vulnerable households with emergency relief or opportunities to restore their livelihoods to help them cope with or build their resilience to the effects of the conflict.



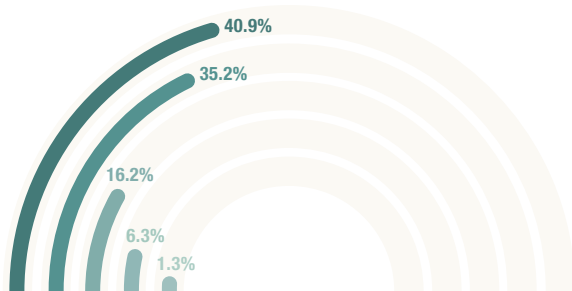
-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission

# AMERICAS

TOTAL 2022 BUDGET:  
CHF 134.2 million

## BUDGET BREAKDOWN BY PROGRAMME

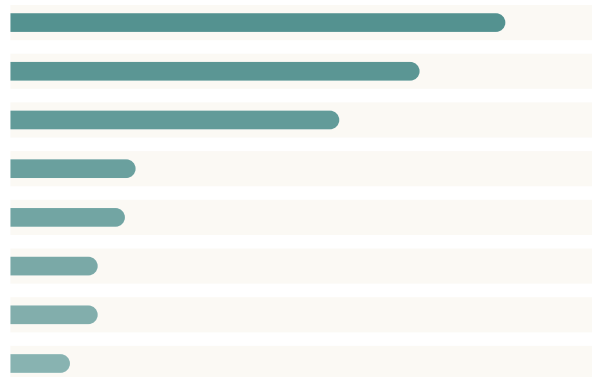
in CHF millions



- 54.9 Assistance
- 47.2 Protection
- 21.7 Prevention
- 8.5 Cooperation with National Societies
- 1.8 General

## BUDGET BREAKDOWN BY CONTEXT

in CHF millions



- 40.0 Colombia
- 32.9 Caracas (regional)
- 26.3 Mexico City (regional)
- 9.5 Brasilia (regional)
- 8.7 Washington (regional)
- 6.4 Panama City (regional)
- 6.4 Lima (regional)
- 4.0 New York

# ASSISTANCE: KEY TARGETS

## ECONOMIC SECURITY

- 
**Food consumption**  
16,000 people<sup>4</sup>
- 
**Food production**  
12,600 people
- 
**Income support**  
11,056 people
- 
**Living conditions**  
18,100 people<sup>4</sup>

## WATER AND HABITAT

- 
**In civilian communities**  
349,666 people
- 
**In places of detention**  
26,050 people
- 
**In health facilities**  
3,778 beds (capacity)

## HEALTH

- 
**Health centres**  
23 structures supported
- 
**Hospitals**  
53 structures supported
- 
**Physical rehabilitation**  
25 projects supported



Bolivarian Republic of Venezuela. Community volunteers prepare meals for vulnerable people at a public canteen equipped and renovated by the ICRC.

4. Civilians and detainees



The **Mexico delegation** opened in 1998, becoming a regional delegation<sup>5</sup> in 2002. The ICRC works with the National Societies in Mexico and Central America to address the urgent humanitarian needs of migrants, internally displaced people and others affected by organized armed violence, particularly in areas with a limited state presence. Across the region, it facilitates migrants' access to family-links services, water and health care, and shares information with them on where to access such services and how to stay safe on their journey. It engages the authorities in protection-related dialogue and helps violence communities develop self-protection mechanisms. It also supports efforts by the authorities and other stakeholders to clarify the fate of missing people and address their families' needs.

5- Regional delegation based in Mexico City, covering Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Nicaragua



The ICRC has been present in **Colombia** since 1969 and has supported people affected by armed conflict for over 50 years. It has deepened its engagement with missing people's families, violence-affected rural communities and migrants to shape its response to their needs; helps ensure their access to health care, including mental-health support for victims/survivors of sexual violence; and mitigates mine-related risks to their safety. It sustains its efforts to address systemic issues in prisons, such as overcrowding, advocating for alternatives to incarceration and post-trial benefits. The ICRC serves as a neutral intermediary in the release of people formerly held by armed groups and in the recovery of human remains.

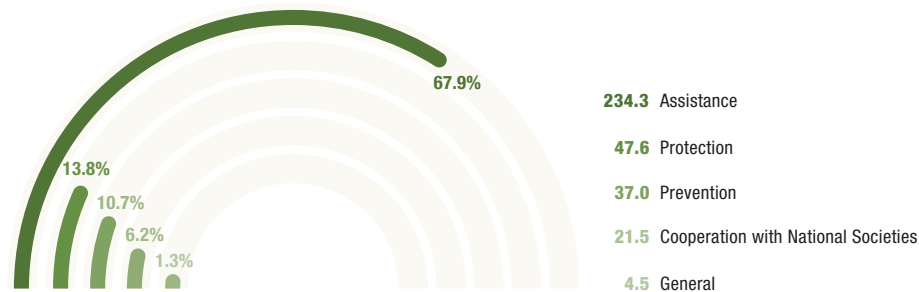


## ASIA AND THE PACIFIC

TOTAL 2022 BUDGET:  
CHF 344.9 million

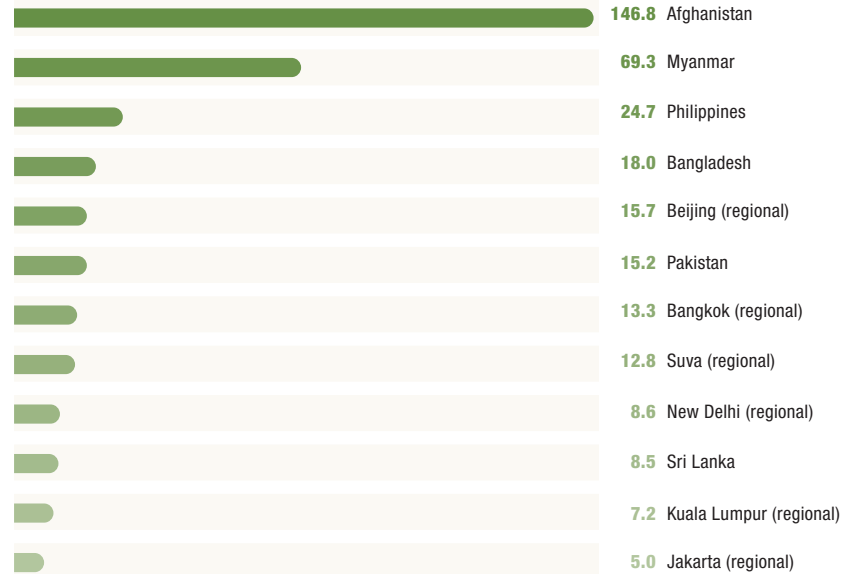
### BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



### BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## ASSISTANCE: KEY TARGETS

### ECONOMIC SECURITY



### WATER AND HABITAT



### HEALTH



Myanmar. ICRC engineers work with communities in Rakhine State to build water-conserving ponds, a vital source of domestic and drinking water. These fixes seek to reduce seepage, evaporation and contamination – extending the availability of water during the dry season by two months.

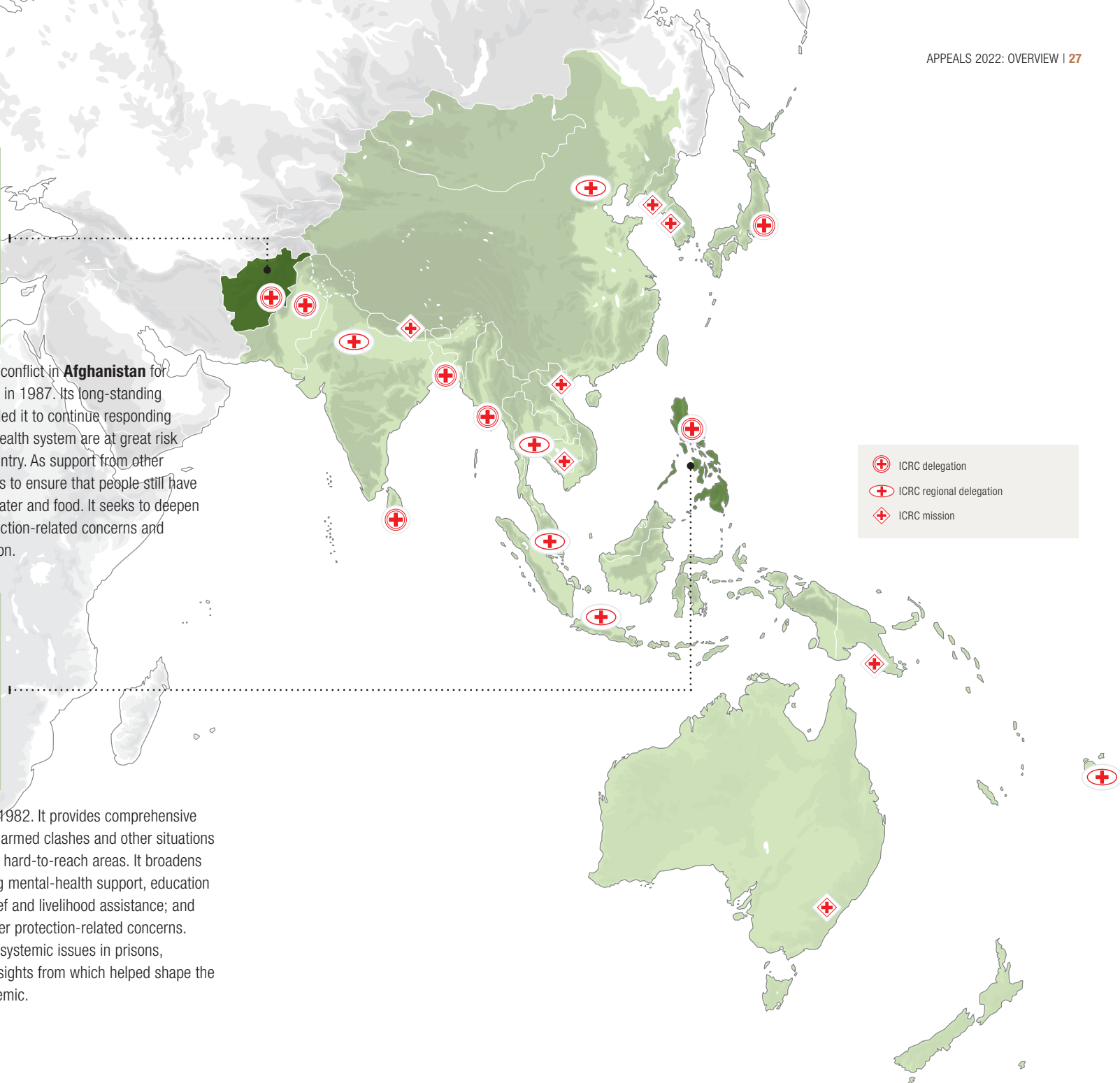
6. Civilians and detainees



The ICRC has been helping people affected by armed conflict in **Afghanistan** for over 30 years; its delegation in Kabul was established in 1987. Its long-standing presence and dialogue with the authorities have enabled it to continue responding to people's needs at a time where the economy and health system are at great risk of collapsing and violence persists throughout the country. As support from other actors has decreased, the ICRC is increasing its efforts to ensure that people still have access to life-saving and life-sustaining care, clean water and food. It seeks to deepen its engagement with communities, address their protection-related concerns and reconnect relatives separated by violence and migration.



The ICRC has been present in the **Philippines** since 1982. It provides comprehensive support for people displaced or otherwise affected by armed clashes and other situations of violence, particularly for people in underserved and hard-to-reach areas. It broadens their access to water, sanitation, health care, including mental-health support, education and other essential services; provides emergency relief and livelihood assistance; and works to address the issue of sexual violence and other protection-related concerns. It supports efforts to address overcrowding and other systemic issues in prisons, including a long-running prison health programme, insights from which helped shape the organization's global response to the COVID-19 pandemic.

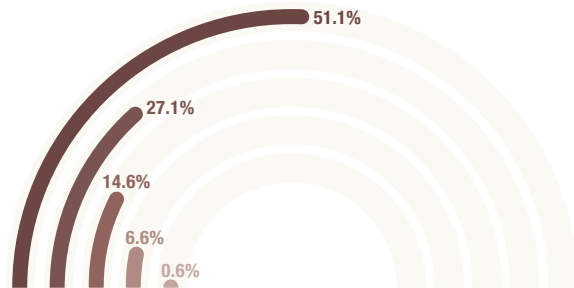


## EUROPE AND CENTRAL ASIA

TOTAL 2022 BUDGET:  
CHF 172.5 million

### BUDGET BREAKDOWN BY PROGRAMME

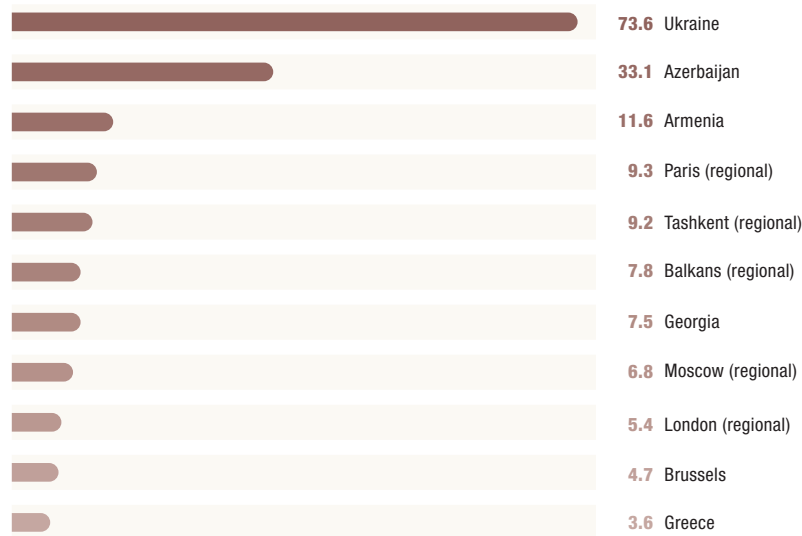
in CHF millions



- 88.2 Assistance
- 46.7 Protection
- 25.1 Prevention
- 11.5 Cooperation with National Societies
- 1.0 General

### BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## ASSISTANCE: KEY TARGETS

### ECONOMIC SECURITY



### WATER AND HABITAT



### HEALTH



Armenia. The danger of landmines and explosive remnants of war is especially high for children. The ICRC conducts interactive training sessions for students and teachers in border communities to teach them about risk awareness and safer behaviour.

7. Civilians and detainees






The ICRC expanded its presence in **Ukraine** in 2014 to respond to the needs of conflict-affected people in the eastern part of the country. It carries out multidisciplinary activities for populations on either side of the line of contact, taking into account the specific concerns of missing people’s families, older people, schoolchildren, detainees and others with particular vulnerabilities. It bolsters conflict-affected people’s resilience by giving them the means to reinforce their economic security and by facilitating their access to essential services. While emphasizing its role as a neutral intermediary, it engages in dialogue with the sides in the conflict on IHL and other applicable norms.



The ICRC has been working in **Azerbaijan** since 1992 in relation to the Nagorno-Karabakh armed conflict. Its activities in this context are at the heart of the ICRC’s mandate. Employing a multidisciplinary approach, it strives to alleviate the impact of the conflict on people’s safety, mental health, livelihoods, and access to education and other basic services. Since the escalation of the conflict in 2020, ICRC relief assistance has helped tens of thousands of people to cover their basic needs and recover from the effects of the intensified fighting. The ICRC also acts as a neutral intermediary to the sides in the exchange and verification of information concerning thousands of conflict-related cases of missing persons – including those from the 1990s – and in the retrieval and handover of the remains of people killed in the fighting, while offering support to the families concerned.



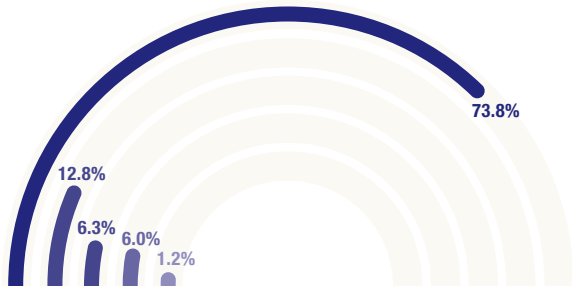
-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission

## NEAR AND MIDDLE EAST

TOTAL 2022 BUDGET:  
CHF 557.8 million

### BUDGET BREAKDOWN BY PROGRAMME

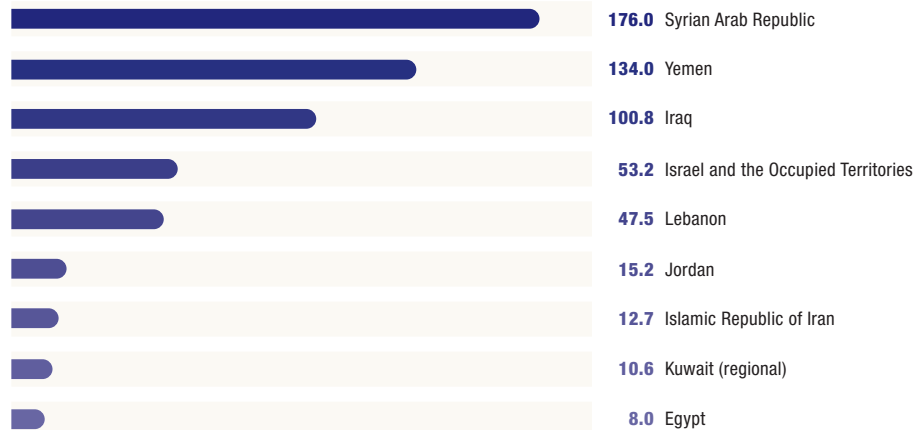
in CHF millions



- 411.5** Assistance
- 71.6** Protection
- 34.9** Cooperation with National Societies
- 33.2** Prevention
- 6.7** General

### BUDGET BREAKDOWN BY CONTEXT

in CHF millions



## ASSISTANCE: KEY TARGETS

### ECONOMIC SECURITY



### WATER AND HABITAT



### HEALTH



Syrian Arab Republic. ICRC and Syrian Arab Red Crescent staff members work on an infrastructure project to improve access to electricity for residents in Rif Dimashq Governorate.

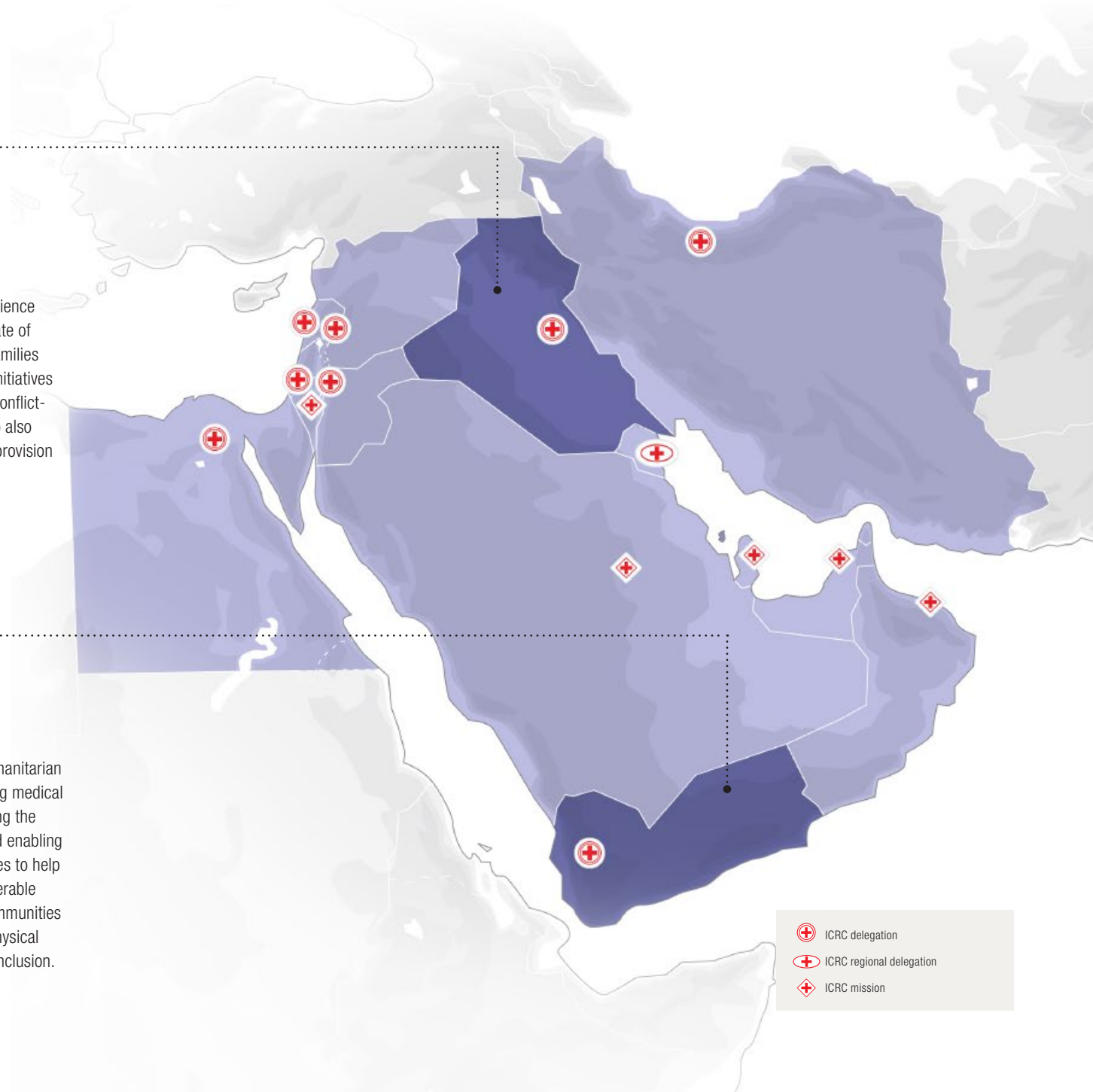
8. Civilians and detainees



Present in **Iraq** since the outbreak of the Iran–Iraq war in 1980, the ICRC implements a multidisciplinary response to help people strengthen their resilience to the consequences of prolonged fighting. It supports efforts to clarify the fate of missing people and address their families’ needs, reconnects members of families dispersed by conflict or detention, and carries out community-engagement initiatives to ensure its response remains tailored and meaningful. It works to restore conflict-affected communities’ access to water and livelihood sources, with a view to also helping them cope with climate shocks, and helps the authorities make the provision of health care, including physical rehabilitation services, more sustainable.



Working in **Yemen** since the civil war in 1962, the ICRC responds to the humanitarian consequences of armed conflicts and other situations of violence by providing medical assistance and emergency relief; repairing essential infrastructure; monitoring the treatment and living conditions of people held in relation to the situation; and enabling detainees and civilians to restore contact with their relatives. Notably, it strives to help Yemenis regain a degree of self-sufficiency – for instance, by providing vulnerable households with the means to enhance their livelihoods or by supporting communities in conflict-prone areas in devising self-protection measures. It also runs a physical rehabilitation programme, including activities that promote socio-economic inclusion.



-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission





A. Mirzo/ICRC

Conversations with the people we seek to support are key to the ICRC's ability to deliver effective services that address people's actual needs, as expressed by them.

## IN FOCUS

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ACCOUNTABILITY TO  
AFFECTED PEOPLE

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CLIMATE AND CONFLICT

---

ACCESS TO EDUCATION

---

CENTRAL TRACING AGENCY  
TRANSFORMATION

## ACCOUNTABILITY TO AFFECTED PEOPLE

Whether providing food, shelter and water, supporting education and other vital services, or protecting people from ill-treatment, ICRC action must always be driven by people's needs. This means incorporating a people-centric approach in all areas of its work, from support services to front-line delivery.

The ICRC will continue to strengthen inclusive programming across its operations, with a view to ensuring that various groups of people can participate more meaningfully in ICRC programmes and that their distinct needs, context-specific vulnerabilities and capacities are taken into account. The ICRC's Vision 2030 on Disability, a ten-year strategy aimed at transforming how the ICRC addresses disability inclusion in its work, is part of this endeavour.

Operationalizing this approach will entail, among other things:

- learning about people's needs and collecting their input and feedback on the ICRC's activities – including through

community contact centres and hotlines – and adapting its response accordingly;

- sharing life-saving information to help people make informed decisions and protect themselves from risks;
- supporting people's agency to design and implement their own solutions – for example, by giving them tools for undertaking small businesses of their choice, or assistance for coping with their emotional distress; and
- helping ICRC staff strengthen their capacity to implement inclusive responses, including by assessing how such factors as gender, age and disability impact people's access to humanitarian services.

These efforts enable the ICRC to build trust and acceptance among the communities it works with and to remain well equipped to deliver needs-based responses that are tailored to the plight of the people concerned, leading to more effective, relevant and sustainable humanitarian impact.



Bolivarian Republic of Venezuela. Young people from El Cementerio receive training in pastry making. They had seen how learning a vocation could serve as a ticket away from the violence and were eager for an opportunity to provide for their families and set new goals for themselves. "I always liked bread and pastries, but I didn't know how to make them. When I heard about this training, I did everything I could to be admitted," a young man shares.

## CLIMATE AND CONFLICT

The climate and environmental crisis affects people across the world, but the ones who suffer the most are those enduring the effects of armed conflict and other violence. Communities already grappling with movement restrictions, lack of essential services and limited livelihood opportunities are now faced with yet another threat to their coping mechanisms.

The ICRC acknowledges its role in helping vulnerable communities build their resilience to the combined consequences of violence, climate change and environmental degradation, and in reducing its own environmental footprint. Whenever possible, it will employ sustainable and cost-effective approaches in its response – for instance, by:

- working with communities to come up with innovative, environment-friendly and climate-smart solutions to make the best use of limited land, water and other resources;

- installing solar panels for water and energy systems, including those powering health facilities, cold-chain equipment for vaccines, and schools;
- helping farmers and herders to insure their crops and livestock against drought; and
- distributing solar lamps that double as mobile phone chargers.

On the global stage, the ICRC will continue its diplomatic efforts to strengthen climate action in conflict settings, draw attention to vulnerabilities exacerbated by the climate crisis, and promote IHL rules protecting the environment.

The ICRC's Climate and Environment Transition Fund aims to help it shift its operations to clean energy and adapt its response to the challenges posed by climate and environmental risks.

90% of ICRC delegations have factored climate or environmental considerations into their operational plans for 2022 (up from 75% in 2021).



Nigeria. A farmer in Yola South demonstrates the use of a manual water-pumping machine. The support needed by farmers can differ depending on the season. Dry-season farmers require irrigation support, as there is no rain to water their farms. We provide them with these fuel-free pumps to help them cultivate their crops while keeping costs low.

## ACCESS TO EDUCATION

People affected by armed conflict or other violence have increasingly identified access to education as a priority for them, especially once their most immediate needs have been met. Education is key to providing children with the knowledge, skills and environment they need to develop positive coping mechanisms and build their future. In conflict and violence-affected settings, it can also help to protect them from becoming involved in violence or other harmful behaviour.

IHL contains rules that require parties to conflict to facilitate access to education, and state practice indicates the inclusion of access to education among the special protections to which children are entitled under customary law. Unfortunately, education is often one of the first services to cease during hostilities, and one of the last to resume once they end.

The ICRC's Access-to-Education Strategy for 2021–2026 centres around three main axes:

- change the behaviour of pertinent actors to keep education safe from attack and to prevent the use of schools for military purposes;
- guarantee access to quality education through ICRC protection and assistance activities for groups with specific vulnerabilities, including juvenile detainees, children associated with armed groups or forces, children with disabilities, children with missing family members, and displaced or migrant children; and
- create regional and global commitments to protect education, through diplomatic and advocacy efforts aimed at influencing legal norms and education policies that frame states' behaviour.



South Sudan. Due to conflict and armed violence, access to education remains a privilege. Students in the hard-to-reach area of Udier, Upper Nile State, have been forced to travel long distances or cross the border to Ethiopia in search of education. The ICRC is one of the few organizations able to assist. With the education ministry, we helped primary school students to sit for their certification exams for the first time.



## CENTRAL TRACING AGENCY TRANSFORMATION

The Central Tracing Agency (CTA) is one of the oldest institutions whose existence is enshrined in the Geneva Conventions. Founded as the Basel Agency during the Franco-Prussian war in 1870 with the task of providing information on captured soldiers to their families, the CTA is at the heart of the ICRC's efforts to protect and restore family links, prevent and resolve cases of missing persons, and ensure that the needs of their families are provided for.

Today, it carries out activities in over 70 countries and territories in close cooperation with National Red Cross and Red Crescent Societies and helps states to:

- prevent disappearances, including by registering detainees and other vulnerable groups and providing training in the dignified management of human remains;
- clarify the fate and whereabouts of missing persons, including through tracing activities and support for the relevant

coordination mechanisms, and by managing and protecting information and advising on search and return processes; and

- respond to the multifaceted needs of the families of missing persons, by providing them and their communities with psychological, psychosocial, legal, administrative and economic support.

The world has changed significantly in 150 years, and the CTA has adapted with it. It has embraced innovation, digital advancements and other opportunities, as well as challenges, as more and more people come forward in search of their loved ones. The ICRC has made it a priority to strengthen and modernize the CTA and thereby transform the global effort to prevent and respond to the issue of missing persons in armed conflict, other situations of violence, migration, disasters and other emergencies.



The moment this man was able to introduce his wife and children to his father via video call. Separated as a result of armed conflict, they had not seen or heard from each other in eight years.



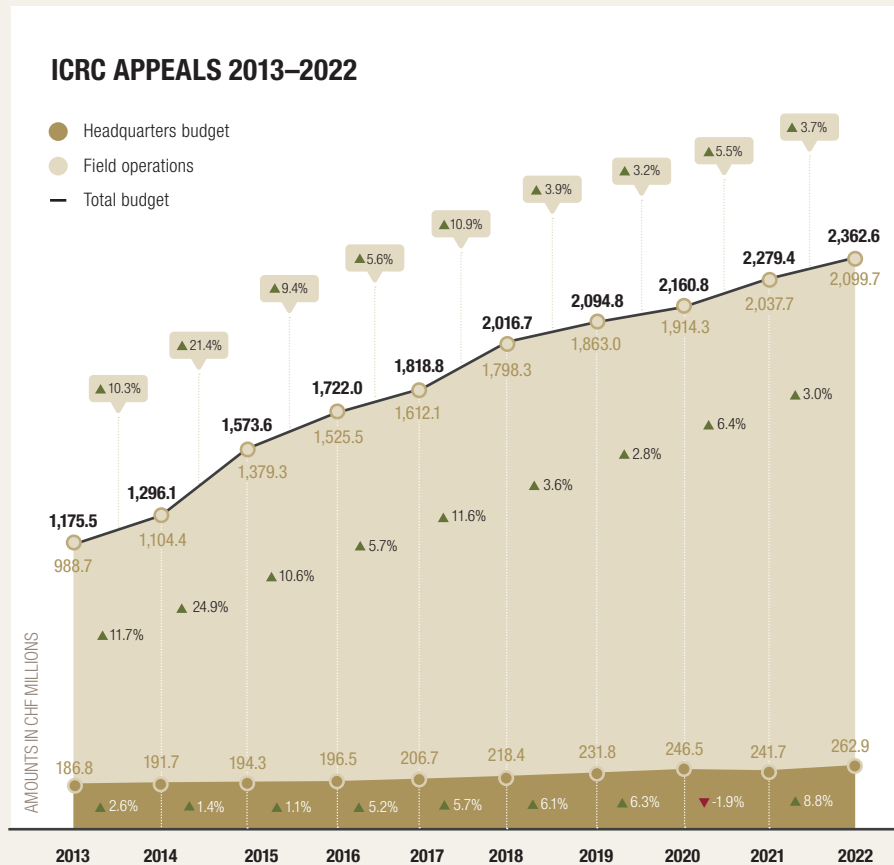
A. Mirzo/ICRC

Syrian Arab Republic. Wars in cities have dealt a massive blow to civilian property and critical services such as water and electricity. Restoring people's access to basic services requires large-scale infrastructure work and investment.

# EVOLUTION OF THE APPEALS

# EVOLUTION OF THE APPEALS<sup>9</sup>: 2013 TO 2022

The ICRC prepares its budget on the basis of three fundamental considerations: the humanitarian needs in the contexts where it works; its capacity to deliver, including factors such as security, access and proximity to people in need; and the level of support it is able to secure from its donors and partners.



9. Comparative data based on the initial budgets published in the ICRC's appeals (not including budget extensions)

Since 2013, the ICRC's overall initial budget has doubled, reflecting the scale of the humanitarian needs generated by armed conflicts and other situations of violence in the past ten years.

For 2022, the overall budgetary growth of 4% comprises a 3% increase in the field budget, largely driven by scaled-up operations in Afghanistan and Ethiopia, and an 8.8% increase in the headquarters budget, linked in part to ongoing organizational transformations and initiatives to strengthen the ICRC's control and compliance systems.



Afghanistan. This newly reconstructed water tank in Lashkar Gah City is equipped with solar energy and can provide clean drinking water to thousands of people. In 2022, the ICRC will step up its efforts to rehabilitate or rebuild critical infrastructure and restore essential services, including in areas most affected by intense fighting.





D. Arroyo/ICRC

Panama. A woman calls her family using an ICRC satellite phone. The ICRC and the Red Cross Society of Panama provide family-links services to migrants who, after a long journey through the Darién region, have lost contact with their relatives.

# FINANCING THE ICRC

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**BUDGET AND APPEAL  
STRUCTURE**

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**CONTRIBUTIONS**

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**EARMARKING**



## BUDGET AND APPEAL STRUCTURE

- The ICRC's budget is established on a yearly basis, with the budget period corresponding to the calendar year.
- The 2022 budget is based on the objectives set for the year and aims to cover activities implemented from 1 January to 31 December 2022.
- The ICRC uses its yearly *Appeals* to seek funding for its activities worldwide. In the course of the year, adjustments to the initial budgets may be made in the form of budget extensions. These are usually launched in response to emergencies or other situations requiring an expansion of activities or significant operational shifts; donors may be informed of these through *Budget Extension Appeals*.
- *Special Appeals* cover specific or cross-cutting themes, such as disability and mine action and the ICRC's response to sexual violence in armed conflict.

## CONTRIBUTIONS

The ICRC is funded by contributions from states party to the Geneva Conventions, supranational organizations, international institutions, National Red Cross and Red Crescent Societies, and public and private sources. All funding is voluntary.

Contributions to the ICRC may be made in the form of cash, goods or services.

- Cash contributions are the most flexible and efficient way to finance ICRC operations. They account for around 95 to 98 per cent of the ICRC's total income. Cash contributions may be allocated for

a specific purpose; please see the section on earmarking.

- In-kind contributions are donations provided in the form of food, non-food items or other specific goods for the ICRC's assistance activities. Donors may also provide cash-for-kind contributions to cover the purchase of pre-defined goods by the ICRC.
- Contributions in services refer to support given to the ICRC in the form of logistics or staff on loan.

## INNOVATIVE FINANCING AND PARTNERSHIPS

New financing models and initiatives with international financing institutions aim to use financial mechanisms to mobilize partners and capital as a means of achieving humanitarian impact in new, collaborative ways and to maximize opportunities for operational partnerships, knowledge exchange and humanitarian diplomacy.

One such example is the ICRC's Humanitarian Impact Bond, which has funded the construction and operation of three new physical rehabilitation centres in the Democratic Republic of the Congo, Mali and Nigeria. Set up in 2017, it is an outcome-based 'payment-by-results' financing tool created to encourage social investment from the private sector. In 2022, the Bond will reach its five-year maturity.

The ICRC is exploring innovative funding mechanisms to drive positive change in how it operates and works with others for increased impact. It seeks to join forces with partners and communities of practice to better understand the layers of challenges people face in emergency and protracted conflict settings today, and to look for avenues to deliver and finance more inclusive, impactful and sustainable solutions.



Nigeria, Maiduguri, physical rehabilitation centre built with funding from the Humanitarian Impact Bond. This centre brings quality orthopaedic services closer to people in Borno State, who for years had to travel over 600 kilometres to access such services.



## EARMARKING

Earmarking is the practice whereby donors require that their funds be allocated for specific ICRC operations.

The table below shows the overall framework agreed with donors for the earmarking level of cash contributions to the ICRC.

LEVEL OF EARMARKING	RANGE/RESTRICTIONS
<b>Unearmarked</b>	<ul style="list-style-type: none"> <li>contributions restricted to no other purpose than general headquarters or field operations</li> </ul>
<b>Loosely earmarked (region and/or programme or target population)</b>	<ul style="list-style-type: none"> <li>contributions restricted to a given region and/or programme or target population in the field or at headquarters</li> </ul>
<b>Country earmarked</b>	<ul style="list-style-type: none"> <li>contributions restricted to one of the ICRC's contexts in the field</li> </ul>
<b>Tightly earmarked</b>	<ul style="list-style-type: none"> <li>contributions restricted to a (sub-)programme or (sub-)target population within a specific context in the field or a specific organizational unit at headquarters</li> </ul>

Flexible funding policies remain essential for the ICRC to meet needs effectively and in line with its principled approach to humanitarian action. Such policies correlate directly with the ICRC's ability to maintain its independence, frontload rapid-response operations, and adapt to constantly evolving situations and needs.

Of particular importance are unearmarked and loosely earmarked contributions. The operational flexibility afforded by such contributions allows the ICRC to fulfil its exclusively humanitarian mandate in a timely manner, whether in sudden-onset crises, protracted conflicts that call for multi-year responses, slow-onset crises requiring pre-emptive action, or so-called “forgotten crises” that have fallen out of the public spotlight.

A key feature of flexible funding is that it allows the ICRC to maintain operational continuity even in contexts that receive little or no funding or media attention. For example, in Ethiopia, the ICRC has been able to sustain its operations for over four decades, largely owing to flexible funding. Its long-standing presence allowed it to establish reliable networks with key stakeholders even before the fighting broke out in Tigray in 2020. This gave the ICRC and the Ethiopian Red Cross Society access on the ground that enabled them to scale up their activities and provide critical support to people affected by the hostilities.



Ethiopia. The ICRC, in coordination with the local authorities, representatives of the people affected, and the Ethiopian Red Cross, delivers urgently needed relief support for people sheltering from the fighting in the north.





The ICRC will seize every opportunity to respond to the suffering it witnesses at the front lines of conflict and violence with relevant, meaningful and sustainable humanitarian action.

*“The services that the ICRC delivers are a global public good, and we look forward to working with our partners and all the signatories to the 1949 Geneva Conventions to ensure that the ICRC is funded by the broadest possible global support base. It is thanks to your support that we can be there when it matters most.”*

-Peter Maurer, ICRC President





**ICRC**

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